

28 December 1977

MEMORANDUM FOR: NIO/Conventional Forces
NIO/Strategic Programs
NIO/Political-Economy
NIO/Nuclear Proliferation
NIO/Special Studies
NIO/USSR-Eastern Europe
Acting NIO/Western Europe
NIO/Near East & South Asia
NIO/Africa
NIO/East Asia
NIO/China
NIO/Latin America

SUBJECT : The Program for FY 1980

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1. The Call is out for the FY 1980 Program, which I will prepare for the NIOs. The Program will be in a zero-base budget format; the NIOs will be a decision package within the larger decision unit of the Office of the Director of NFAC. The instructions require that we prepare a minimum package at least 35 percent below the current level, an austere package at least 30 percent below the current level, and a current package. We have, in addition, the option of submitting variations on the austere package and any number of enhanced packages above the current level. I will have to have an outline of these packages by mid-January and to make a presentation on our proposed program to Stevens, [redacted] and other program managers at the Farm during 2-4 February.

2. I plan to draft the program on the assumptions that:

a. For the NIOs, FY 1978 and FY 1979 will have been years of consolidation after the establishment of NFAC and the merger of the NIO Staff with the Center for Policy Support.

b. They will also have been years of adaptation as the NITC is established and as the other organizational changes the DCI has in mind are implemented.

c. FY 1980 will, then, see us having reached something of a plateau, and during which--because it

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will be an election year--no major new innovations can be expected. If you disagree with these assumptions, I would very much appreciate having your thoughts.

3. In addition, I need answers from you as to:

- a. What would you have to stop doing if you lost one or all of your assistants?
- b. If your NIOship was disestablished, who would carry on the work you have been doing and how?
- c. What particular accomplishments should be cited in your following areas of activity:
 - i. As principal substantive staff officers to the DCI and D/DCI/NI.
 - ii. As managers of estimative production.
 - iii. As monitors and coordinators of NFAC's interdisciplinary and interoffice production.
 - iv. As providers of substantive guidance to the Intelligence Community.
 - v. As the DCI's and D/DCI/NI's customer relations officers.
- d. Any new objectives you anticipate you will be pursuing in FY 1980.
- e. Any additional requirements for staff or funds that you anticipate in FY 1980 and the justification for them.
- f. A list of contracts for external analysis that you plan to let in FY 1980, including the title, a description of the projects, and a list of potential contractors. Let me underline that I am only interested in contracts you plan to let, not those you plan to have a production office let on your behalf.

g. Any ADP requirements.

4. May I please have your contributions by COB, 6 January
1978.

[Redacted]
Special Assistant-NIO Support

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OFFICE OF THE DIRECTOR
NATIONAL FOREIGN ASSESSMENT CENTER

19 December 1977

TO : D/NFAC

STAT FROM: [redacted]

Mr. Bowie,

Attached is a comparative display of the comments received from the NIOs and Office Directors on the National Intelligence Topics of Current Interest. Most comments would have us alter the language and content of the Topics, some for the better and some not. Clearly, we will need to redraft the list after you have had an opportunity to react. I will be at home while on leave and would be quite willing to come in to go over this paper with you.

Some comments reflect a certain consternation (private comments to me even more so) over the inclusion of certain Topics and the omissions of certain others. The matter of addressing issues that intelligence judges unimportant, and of not forcing intelligence on policy makers when they do not particularly want it, is central to the question of intelligence's proper responsiveness to policy makers' concerns. It might be worth a few words on your part at a staff meeting.

Few comments address the issue of competition for resources. This stems from an attitude, as Harry Eisenbeiss of OCR put it, that if this is what they want, this is what we will do.

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Next 16 Page(s) In Document Exempt

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EAP, WE, NESA, AF, & PE.

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